

DOCUMENT RESUME

ED 105 058

UD 015 050

AUTHOR Erbstoesz, Marie
TITLE Health Services - Organizational and Administrative Techniques: A Selected Annotated Bibliography.
INSTITUTION Council of Planning Librarians, Monticello, Ill.
REPORT NO CPL-EB-700
PUB DATE Dec 74
NOTE 31p.; Best Available Copy
AVAILABLE FROM Council of Planning Librarians, P. O. Box 229, Monticello, Illinois 61856 (\$3.00)

EDRS PRICE MF-\$0.76 HC-\$1.95 PLUS POSTAGE
DESCRIPTORS Administrative Agencies; *Administrative Organization; *Administrative Principles; Administrative Problems; Administrator Guides; *Annotated Bibliographies; *Delivery Systems; Health Programs; Health Services; Periodicals; Program Administration; Program Evaluation; Reference Materials; Scholarly Journals

ABSTRACT

In his introduction to this bibliography--which is organized into sections focusing on assessment of community facts and issues, board and committee skills, community organization for change and action, fund raising, group discussion and dynamics, internal agency management; meetings, workshops and conferences; network analysis; Program Evaluation Review Techniques and Critical Path Method; public budgeting, public relations, work programs, and addresses of publishing companies--the compiler notes that this is a selected bibliography of books, pamphlets, and articles which discuss organizational and administrative techniques. Within each subject area the listing is subdivided into a recommended section and a supplementary section. The recommended section consists of materials which were evaluated as having more potential benefit and application for Comprehensive Health Planning Agencies than those listed in the more general, supplementary section. The bibliography is intended to be an inroad for providing technical assistance and continuing education to the Comprehensive Health Planning Agencies in Region X. The Technical Assistance and Continuing Education Program at the University of Washington is cited as the best place to obtain copies of many of these documents. (Author/JM)

ED105058

COUNCIL OF PLANNING LIBRARIANS Exchange Bibliography #700

HEALTH SERVICES

ORGANIZATIONAL AND ADMINISTRATIVE TECHNIQUES:

A SELECTED ANNOTATED BIBLIOGRAPHY

by

Marie Erbstoeszer
 Research Associate
 Technical Assistance and Continuing Education
 Demonstration Grant
 Department of Health Services
 School of Public Health and Community Medicine
 University of Washington
 Seattle, Washington 98195

U.S. DEPARTMENT OF HEALTH,
 EDUCATION & WELFARE
 NATIONAL INSTITUTE OF
 EDUCATION
 THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY

This project was financed by appropriations through the U.S. Department of Health, Education and Welfare, Comprehensive Health Planning Services, Technical Assistance/Continuing Education Demonstration Grant HSM 40-2011.

ACKNOWLEDGEMENTS

Credit is due to a number of individuals who provided valuable assistance during the development of this Bibliography. Allan Blackman, the Director of the TA/CE Program, must be credited for originating the idea to develop this Bibliography and also for providing helpful suggestions while the Bibliography was in preparation. Members of the Advisory Committee to the TA/CE Program reviewed a working draft of the Bibliography and responded with numerous useful suggestions and comments which are reflected in the final version.

Advisory Committee Members

David Barnett	Eugene, Oregon	"B" Agency
Robert Eastman	Mt. Vernon, Washington	"B" Agency
Jacqueline Fick	Spokane, Washington	"B" Agency
Verne Gibb	Olympia, Washington	"A" Agency
William Hogarty	Seattle, Washington	"B" Agency
David Hutchinson	Seattle, Washington	HEW - Region X
Jerry Madden	Juneau, Alaska	"A" Agency
Betty Mage	Vancouver, Washington	"B" Agency
Richard Rix	Portland, Oregon	"B" Agency
Bruce Sutton	Boise, Idaho	"A" Agency
James Van Hooissen	Portland, Oregon	"A" Agency

UD 015050

BEST COPY AVAILABLE 2

2. CPL Exchange Bibliography #700

INTRODUCTION

This is a selected Bibliography of books, pamphlets, and articles which discuss organizational and administrative techniques. The Bibliography is divided into eleven specific subject areas as indicated in the Table of Contents. Within each subject area the listing is sub-divided into a recommended section of references and a supplementary section. The recommended section consists of materials which were evaluated as having more potential benefit and application for Comprehensive Health Planning Agencies than those listed in the more general, supplementary section. Following the Bibliography is a listing of the addresses of the publishing companies.

The Bibliography is not intended to be just a reference list, rather we view it as an inroad for providing technical assistance and continuing education to the Comprehensive Health Planning Agencies in Region X. Recognizing that each agency is a unique organization with interests and needs which may not be emphasized in this Bibliography, we encourage your suggestions and comments.

Because this Bibliography was compiled for CHP agencies in Region X, the Technical Assistance and Continuing Education Program at the University of Washington is cited as the best place to obtain copies of many of these documents. Unfortunately our library and staff are not sufficient to serve as a national resource. Therefore, for citations where a location other than the TA/CE office is mentioned, please write to the other party. In the Bibliography, the following citations list only the TA/CE office for copies. However, please contact the appropriate publishing companies.

TABLE OF CONTENTS

	<u>Page</u>
Assessment of Community Facts and Issues	3
Board and Committee Skills	4
Community Organization for Change and Action	6
Fund Raising	9
Group Discussion and Dynamics	11
Internal Agency Management	14
Meetings, Workshops and Conferences	16
Network Analysis: PERT and CPM	20
Public Budgeting	21
Public Relations	23
Work Programs	
- Description	25
- Examples	25
Addresses of Publishing Companies	26

ASSESSMENT OF COMMUNITY FACTS AND ISSUES

Recommended References

Handbook for Community Fact-Finders. Philadelphia, Pennsylvania:
American Friends Service Committee, 1973, 40 pp. Donation.

The handbook is part of the Investigation and Action Project of the American Friends Service Committee, a project aimed at finding out how the current Administration's domestic policies affect communities and what people are doing about it. One section gives specific focus to health services. Information is provided regarding who to talk to, the kinds of information needed, questions to ask, and how to provide follow-up.

Van de Ven, A. H. and A. L. Delbecq. "Guidelines for Leaders in Conducting Nominal Group Meetings." Madison, Wisconsin: 1971, 8 pp. (Copies are available from the TA/CE Program, University of Washington.)

The nominal group process or Delbecq technique is a model for conducting a meeting in which a deliberate structured group process is followed in order to identify problems or generate information concerning a particular topic. The process involves both the identification and prioritization of problems or issues. This publication outlines specifically how to conduct the Delbecq process.

Supplementary References

Giammatteo, M. C. Needs Assessment System for Task Forces. Portland, Oregon: Northwest Regional Educational Laboratory, 1971, 22 pp.

A seven step outline is provided for conducting a community needs assessment within the time limit of five task force meetings. Sample survey forms, analyses, financing guides, and background material on community planning are included.

Know Your County. Washington, D.C.: League of Women Voters, 1970, 37 pp., #80, 80¢.

This brochure discusses the criteria necessary for performing a county government survey. The information may prove valuable for agency legislative committees.

Know Your State. Washington, D.C.: League of Women Voters, 1973, 32 pp., 50¢.

This publication is similar to the above brochure, however, its focus is upon state government organization.

BOARD AND COMMITTEE SKILLS

Recommended References

How to be an Effective Board Member. New York: S.E.D.F.R.E., 1971, 22 pp., 25¢.

In a straightforward, concise manner this pamphlet presents the essentials of board membership. Typical problems encountered by boards are discussed.

Sorenson, R. How to be a Board or Committee Member. New York: Association Press, 1958, 64 pp., \$1.25.

This handbook presents the basics of boardsmanship in clear, simple language. Topics included are: functions and duties of boards, methods of effective organization, meetings of boards, the chairman and the executive, committees and the politics of boards.

Supplementary References

Better Boards and Committees. Washington, D.C.: Adult Education Association, 1957, 48 pp., \$1.00.

A brief discussion is presented on how to improve the work of boards and committees. A checklist for assessing the performance of committees is provided.

Blumenthal, L. H. How to Work with Your Board and Committees. New York: Association Press, 1954, 64 pp. (Out of print.)

The handbook is a guide to productive board-staff relations. Constructive suggestions are given for key problem areas.

Councils and Committees. A Selection of Readings, compiled by the Subcommittee on National Security and International Operations of the Commission on Government Operations - U.S. Senate, U.S. Government Printing Office, Stock #5276 - 1465, 1972, 46 pp., 25¢.

The articles in this selection of readings range in time from 850 B.C. to the present. This collection is in essence a short anthology on the use and abuse of councils and committees. The articles are both informative and entertaining.

5. CPL Exchange Bibliography #700

Demorest, C. K. The Board Members' Manual - How to Produce and Use it in Board Education. New York: National Publicity Council, 1951, 28 pp.

While this manual is out of print, it can still be located through the University of Washington Libraries and possibly in local libraries. It provides valuable information regarding how to plan and write a board members' manual, what a manual should contain and how to use a manual in board education.

Getting and Keeping Members. Washington, D.C.: Adult Education Association, 1956, 48pp., \$1.00.

Theories on why people join groups are discussed along with how to recruit members. Numerous ideas are presented for keeping members, such as stimulating participation, recognition, etc.

Houle, C. O. The Effective Board. New York: Association Press, 1960, 174 pp. (Out of print.)

This book is designed to serve both those interested in boards in general and those who would like to improve a specific board. The following topics are clearly discussed: the human resources of the board; improving the organization of the board; the board, the executive and the staff; and improving the operation of the board.

Trecker, A. R. and H. B. Committee Common Sense. New York: Whiteside, Inc. and Wm. Morrow and Company, Inc., 1955, 158 pp. (Out of print.)

In this handbook the authors have expressed in clear, specific terms the why, who, when, what and how of successful committee operations. Included are suggestions on how to recruit committee members; how to make meetings productive; how to make committee reports, etc.

Trecker, H. B. Citizen Boards at Work. New York: Association Press, 1970, 228 pp.

The author has been interested in and has studied the board for over a quarter of a century. This text is a synthesis of his studies and experiences into a guidebook for citizen leaders. While the material provided is most thorough, it is also rather academic and could not be suggested for light reading.

Tuck, W. C. Step by Step in Better Board and Committee Work (drawn from Roy Sorenson's, How to be a Board or Committee Member). New York: Association Press, 1962, 119 pp. (Out of print.)

W. C. Tuck has taken the material from R. Sorenson's successful book and programmed steps leading to practical knowledge of the purpose, functions, and responsibilities of boards and committees. Topics included are: what boards and committees do, selecting and inducting board members, responsibilities of members and chairmen, the decision-making process, and the relation between board and executive.

Working with Volunteers. Washington, D.C.: Adult Education Association, 1956, 48 pp., \$1.00.

The effective use of volunteers in community organizations is the topic of this handbook. General issues are discussed: recruiting, placement, training and supervision.

COMMUNITY ORGANIZATION FOR CHANGE AND ACTION

Recommended References

Action. Washington, D.C.: League of Women Voters, 1972, #161, 50¢.

The handbook offers basic how-to's for local boards and committees that want to become better at orchestrating effective community action. The techniques which are described offer valuable suggestions for all action oriented groups.

Know Your Community. Washington, D.C.: League of Women Voters, 1972, #288, 75¢.

This pamphlet helps organizations take a good look at the structure and functions of their local government. The guidelines suggest several ways to gather basic facts about the community. The suggested outline should be particularly useful to new C.H.P. agencies and those conducting a community needs survey. If the area has a League of Women Voters Chapter, such a study may have been compiled and the C.H.P. agency should review their document.

7. CPL Exchange Bibliography #700

Mahaffey, Maryann. "Lobbying and Social Work," Social Work, January 1972, pp. 3-11. (Copies available from the M/CE Program at the University of Washington.)

This brief article outlines the basic steps necessary for any individual or group wishing to bring about legislative change. In addition to delineating the strategy of lobbying, the author discusses the common barriers to interaction. A model for legislative action is also included.

McSurely, Alan. Getting and Keeping People Together. Louisville, Kentucky: Organizer's Library series of the Southern Conference Educational Fund, 1967, 16 pp., 25¢.

This brochure discusses community organization from the perspective of developing a political consciousness. The importance of planning is stressed including the development of agendas, by-laws, etc.

Negotiation - A Tool for Change. New York: S.E.D.F.R.E., 1969, 18 pp.

This booklet presents the basics of negotiations: when to negotiate, how to negotiate, the strategy to be used, and finally the mistakes to be avoided.

The Politics of Change - Goals, Conflict and Power in the Community. Washington, D.C.: League of Women Voters, 1972, #107, 35¢.

This brief guide is designed to help the concerned citizen understand the forces that operate in his community and identify community needs and goals. While the pamphlet is biased toward League operations, the basic strategies which are described should provide valuable assistance to C.H.P. agencies as they work toward the improvement of the health care system.

Taking Action in the Community. Washington, D.C.: Adult Education Association, 1955, 48 pp., \$1.00.

While this pamphlet is somewhat dated, it discusses some of the basic issues in developing community participation. The importance of assessing the community's temperament is discussed. The role of controversy and conflict are also reviewed.

Supplementary References

Batten, T. R. The Non-Directive Approach in Group and Community Work. London: Oxford University Press, 1967, 148 pp.

The text discusses both directive and non-directive approaches to influencing people's behavior. Suggested training techniques for the non-directive approach are included.

Biddis, M. W. and L. J. The Community Development Process: Rediscovery of Local Initiative. New York: Holt, Rinehart and Winston, Inc., 1965, 334 pp.

The book attempts to rekindle interest in community development through grassroots efforts. The style and approach of the book is, however, academic.

How to do a Leadership Development Course in the Inner City. Washington, D.C.: League of Women Voters, 1968, 20 pp., 20¢.

This manual will be of special interest to organizations and agencies working with inner city consumer groups. The manual is filled with how-to-do-it ideas and an appendix of examples.

Huenefeld, J. The Community Activist's Handbook. A Guide to organizing financing and publicizing community campaigns. Boston: Beacon Press, 1970, 160 pp.

The author is an experienced political campaign manager and community project organizer. In this practical handbook he offers a systematic guide to mobilizing, publicizing, financing and coordinating community organizations. The handbook can be used as a general reference guide by groups which have particular problems to focus upon.

King, C. Working with People in Community Action. New York: Association Press, 1965, 192 pp.

C. King spent 1952-1955 as a consultant on community development to the United Nations. Drawing upon this experience he has written a casebook describing the various facets and problems of community development.

Morgan, J. S. Managing Change. New York: McGraw-Hill Book Company, 1972, 248 pp.

This book is designed primarily for managers in technical business fields, however, many of the techniques and strategies which are outlined as applicable to planners working in the highly technical areas of health care services. Change is approached from both the technical and humanistic angle, i.e., its impact on the work force.

McSurely, Alan. Hang-ups. Some common problems of people who organize other people into communities. Louisville, Kentucky: Organizer's Library Series of the Southern Conference Educational Fund, 1967, 16 pp., 50¢.

The author speaks primarily on the issue of organizing disadvantaged communities. The general principles discussed, however, are applicable to organizing communities for health planning. An example of the problems to avoid is becoming an intruder or manipulator rather than an organizer.

McSurely, Alan. How to Negotiate. Louisville, Kentucky: Organizer's Library Series of the Southern Conference Educational Fund, 1967, 9 pp., 25¢.

This brief brochure discusses why negotiation is important to community groups and how it can be done effectively. The key to negotiating is planning ahead in detail the necessary steps. Nine basic steps are suggested.

Thomas, J. M. and W. G. Bennis, editors. Management of Change and Conflict. Baltimore: Penguin Books, Inc., 1972, 507 pp., \$4.50.

The editors have compiled a series of eighteen readings which are addressed to the management of change in organizations. A basic premise of the volume is the recognition of the interdependence of planned change and conflict. The readings are primarily theoretical and quite academic.

FUND RAISING

Recommended References

How to Apply for Grants. New York: S.E.D.F.R.E., 1972, 22 pp.

This booklet describes the various sources of grants, the preparation of proposals, the importance of both formal and informal communication and follow-up procedures.

How to Raise Money for Community Action. New York: S.E.D.F.R.E., 1971, 22 pp.

Some basic tools for fund raising are concisely spelled out in this pamphlet. While the text is slanted toward community action groups, the strategies can easily be applied to other agencies or groups.

Kaiser, L. R. "Grantsmanship in Continuing Education." Denver, Colorado: 1972, 17 pp. (Copies available from the TA/CE Program, University of Washington.)

An excellent step-by-step description of short-run and long-run requirements for successful grant writing. The model is applicable to all subject areas as well as continuing education. The publication deals with subject area, research and writing skills, organizational requirements, locating sources of funds, preparing the application and other topics.

Outline for a Fund Raising Campaign. Comprehensive Health Planning Association for Metropolitan Portland Area, Richard Rix, Executive Director. (Copies available from the TA/CE Program, University of Washington.)

The Portland "B" agency has prepared an outline of its strategy for fund raising. The outline clearly identifies what will be done, who will be contacted, and how information will be utilized to solicit funds. The outline is a good model which can be easily adapted by other CHP agencies.

Supplemental References

The Art of Raising Money. Washington, D.C.: League of Women Voters, 1964, 72 pp., #228, \$1.00.

The focus of this booklet is on fund raising for Leagues, however, the general techniques discussed are applicable to any organization faced with the task of raising funds. How to run a finance drive, the role of the budget, the finance chairman's job and public relations are among the topics reviewed.

Seymour, H. J. Designs for Fund-Raising. New York: McGraw-Hill Book Company, 1966, 210 pp.

The author believes that people are more important components of fund raising than the money. Thus, he stresses the human relations side of fund-raising. The principles, patterns, and techniques of fund raising are discussed. Each chapter is followed by a helpful summary section.

GROUP DISCUSSION AND DYNAMICS

Recommended References

Knowles, H. and H. Introduction to Group Dynamics. New York: Association Press, 1959, 95 pp., \$4.50.

A basic introduction to group dynamics is provided in a clear, concise manner. The topics of individual behavior, group behavior and leadership are given specific emphasis.

McSurely, Alan. Common Group Problems. Louisville, Kentucky: Organizer's Library Series of the Southern Conference Educational Fund, 1967, 8 pp., 50¢.

The author briefly and clearly discusses the following common problems which occur in groups: group goals vs. individual goals, needs of members, competing interests, hidden interests, honesty, and despair. To cope with these problems some basic group techniques are suggested: listening, reflecting, preparing an agenda, watching facial expressions, sitting in a circle, dealing with conflict and soliciting group comments.

Problem Solving for Groups. New York: S.E.D.F.R.E., 1971, 22 pp., 25¢.

The problem solving process is described and elucidated with practical examples. Various techniques for group problem solving are discussed, i.e., brainstorming, role-playing.

See also: Van de Ven and Delbecq reference under Assessment of Community Facts and Issues.

Supplementary References

Bergevin, P. and D. Morris. A Manual for Group Discussion Participants. New York: Seabury Press, Incorporated, 1965, 64 pp. (Out of print.)

The manual emphasizes the need for trained participants in order to facilitate group discussions which attain their highest potential. The following areas are covered: the group discussion technique; the role of the participants in group discussions; and the need for attention to physical arrangements.

Blake, R. R. and J. S. Mouton. Group Dynamics - Key to Decision Making. Houston: Gulf Publishing Co., 1961, 120 pp.

The primary emphasis of this book is how individuals in managerial roles can improve their skills in dealing with and through people. Specific topics discussed are: how power affects human behavior and employee appraisal, intergroup conflict, and how to get better decisions from groups.

Case, L. J. How to Reach Group Decisions. St. Louis: Bethany Press, 1958, 64 pp.

The basic factors contributing to group decision-making are presented in a brief, easy-to-read style. Each chapter is followed by a short quiz page, reviewing the topics of primary importance.

Conference Leadership. Air Force Manual 50-8, 1953 Reprint.

This manual presents a how-to-do-it approach for teaching through a conference format. Practical step by step description is given.

Elliot, G. L. How to Help Groups Make Decisions. New York: Association Press, 1961, 69 pp. (Out of print.)

The typical problems regarding group decision-making are discussed. Specific methods are suggested for helping groups come to decisions.

Hill, W. F. Learning Thru Discussion. Beverly Hills: Sage Publications, Inc., 1969, 60 pp.

The process of learning through group discussion is explained with examples in this pamphlet. Various group roles such as initiating, asking for examples, and summarizing are discussed.

A more recent publication on the same subject is the following:

Hill, I. and W. F. Learning and Teaching Through Discussion. Syracuse University Continuing Education, 105 Roney Lane, Syracuse, New York 13210.

13. CFL Exchange Bibliography #700

How to Lead Discussions. Washington, D.C.: Adult Education Association, 1955, 48 pp., \$1.00.

This manual provides practical suggestions for leading group discussions. Topics include planning the discussion, sharing leadership and developing program ideas. Emphasis is placed upon open forums as opposed to structured meetings.

Ross, M. G. and C. E. Hendry. New Understanding of Leadership. New York: Association Press, 1957, 158 pp.

This book provides a summary of thinking and research on the nature and meaning of leadership. Included are chapters on: what the leader must be, what the leader must do, group factors affecting leadership and variables in the leader's role.

Trecker, A. R. and H. B. How to Work with Groups. New York: Whiteside, Inc. and Wm. Morrow and Company, 1952, 167 pp.

This book is designed primarily for the adult who is just beginning to assume community leadership responsibility. The emphasis is placed on a how-to-do-it approach.

Training Group Leaders. Washington, D.C.: Adult Education Association, 1956, 48 pp., \$1.00.

This pamphlet examines the leadership training process. Included in the presentation are: training patterns and goals, conditions of good training, the role of the trainer, designing training groups, selecting leaders for training and a checklist of leadership jobs.

Utterback, W. E. Decision Through Discussion - Manual for Group Leaders. New York: Rinehart and Company, Inc., 1957, 51 pp.

This manual is intended for those who are being called upon for the first time to lead adult groups in the informal discussions of public questions. The leader's role is outlined and specific approaches for performing this role are presented.

Utterback, W. E. Group Thinking and Conference Leadership - Techniques of Discussion. New York: Rinehart and Company, Inc., 1957, 248 pp.

This book is addressed to those who serve on committees, boards, and councils and to those who attend staff meetings and conferences. Its purpose is to promote more effective group thinking.

INTERNAL AGENCY MANAGEMENT

Recommended References

- Connelly, J. C. A Manager's Guide to Speaking and Listening.
New York: American Management Association, Inc., 1967, 125 pp.

Based upon the premise that speaking and listening are not separate communication activities, the author proceeds to integrate them into a single suggested program for professional and personal development. The text is designed for quick, light reading and provides practical suggestions for anyone wishing to improve their communication skills.

- Odiome, G. S. Programmed Learning Aid for Personnel Administration - A Management by Objectives Approach.
Homewood, Illinois: Learning Systems Company, 1973, 122 pp., \$2.95.

Through the use of the programmed learning technique, the author presents key issues in personnel administration. The handbook is organized into 20 short chapters which deal with specific topics, i.e., personnel policy, training, conflict, communication. Each chapter is self-contained so that a particular topic can be reviewed without reading the entire text. The appendix provides four review examinations and a glossary index.

- Morrissey, G. L. Management by Objectives and Results. Reading, Massachusetts: Addison-Wesley Publishing Co., 1970, 164 pp. (paperback)

The author has designed this book for individual members of management at all levels. The author discusses the philosophy of management by objectives, the process and methods for implementation. Management by objectives and results, as treated in this handbook, involves a clear precise identification of objectives or desired results, the establishment of a realistic program for their achievement, and an evaluation of performance in terms of measured results in attaining them.

Supplementary References

Carroll, Jr., S. J. and M. L. Tosi, Jr. Management by Objectives - Applications and Research. New York, New York: The Macmillan Company, 1973, 216 pp.

This text presents a mix of theory and practice of management by objectives (MBO). The authors emphasize that MBO is used differently by various organizations. Some organizations stress the use of MBO as basically a managerial planning approach, while others view MBO primarily as a superior method of evaluating performance. The text includes: implementation of MBO, setting goals, and integrating MBO with other systems. An extensive appendix section presents examples of MBO programs.

Fordyce, J. K. and R. Weil. Managing with People - A Manager's Handbook of Organization Development Methods. Reading, Massachusetts: Addison-Wesley Publishing Co., 1971, 192 pp.

The authors portray this handbook as a box of tools for the directors and managers of organizations. Included are: suggestions for finding out what's going on in an organization, methods for bringing about change, and case study examples.

Greene, Jr., R. M. The Management Game - How to Win With People. Homewood, Illinois: Dow Jones-Irwin, Inc., 1969, 281 pp.

This book is patterned after a continuing education course, Individual and Group Dynamics for Executives, which was offered by the University of California in 1966. Examples are drawn from case studies. Specific tools and techniques are discussed in light of various management problems.

Knowles, H. P. and E. O. Saxberg. Personality and Leadership Behavior. Reading, Massachusetts: Addison-Wesley Publishing Co., 1970, 164 pp.

This book explores the human relationships which link individuals together in our organizational society. The objective of the book is to help managers increase their awareness of their sensitivity to the needs and feelings of others. Personality, leadership, cooperation, and communication are among the issues discussed.

McGregor, D. The Professional Manager. New York: McGraw-Hill Book Co., 1967, 202 pp.

This text stresses the human science's approach to management. The manager's role, style and attitude are discussed along with suggestions for change. Specific sections address the topics of improving organizational effectiveness, teamwork and tension.

Odiome, G. S. Management by Objectives - A System of Managerial Leadership. New York, New York: Pitman Publishing Corporation, 1965, 204 pp.

Odiome was one of the early instructors and supporters of management by objectives (MBO). In this text he discusses the system of MBO, setting goals, and assessing performance. While the text is generally informative, it is not a how-to-it manual.

Odiome, G. S. Management Decisions by Objectives. Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1969, 252 pp.

This text is mainly for people in management positions who routinely have to solve problems and make decisions. The process and tools for decision making are discussed in detail. Program Evaluation Review Technique (PERT), probability, theory, and sampling are included. The following sections appear to be the most useful to planners: setting objectives, gathering facts and specifying the problem.

MEETINGS, WORKSHOPS AND CONFERENCES

Recommended References

Anatomy of a Hearing. Washington, D.C.: League of Women Voters, 1972, #108, 35¢.

Based on the premise that public hearings are an important way to influence public decisions, this publication is designed to provide valuable information to all individuals involved in the hearing process (i.e., organizers, participants, and observers). Specific steps to follow are outlined for the prospective hearing witness.

17. CPL Exchange Bibliography #700

Gray, R. W. and R. G. Rea. Parliamentary Procedure: A Programmed Introduction. Chicago: Scott, Foresman and Company, 1963, 117 pp.

The authors have designed this brief self-instruction manual to enable rapid comprehension of the traditional Roberts' Rules of Order. The topics included are: conducting a meeting, making a motion, amending motions, officers, elections, constitutions and by-laws.

Lobingier, Jr., J. Business Meetings that Make Business. New York: Colliers Books, 1969, 146 pp. (Paperback \$1.50.)

This handy paperback is described as a complete tactical guide to planning and organizing business meetings that produce positive results. The text is easy to read and covers a broad range of pertinent topics. Included are: holding staff meetings, presiding as chairman or discussion leader, using audio-visual aids, timing the meeting agenda, and evaluating the meetings.

Meaningful Meetings - Role of the Resource Committee. Washington, D.C.: League of Women Voters, 1971, #319, 40¢.

This publication was intended for League Chairpersons and other members of program committees. The techniques suggested, however, are excellent strategies for any individual who wishes to participate in meetings which are well planned, run smoothly and accomplish the intended objectives.

Planning Better Programs. Washington, D.C.: Adult Education Association, 1955, 48 pp. \$1.00.

Through a series of authors and articles the techniques of program planning are discussed. Practical step by step procedures are presented.

Simplified Parliamentary Procedure - Based on Roberts' Rules of Order. Washington, D.C.: League of Women Voters, 1971, #138, 15¢.

This brochure provides a quick, comprehensive guide to: 1) the order of business, 2) duties of officers, 3) processing motions, and 4) conducting nominations and elections.

Stanford, G. H. The Conduct of Meetings. Toronto: Oxford University Press, 1958, 88 pp. (Paperback \$1.98.)

The purpose of this book is to supply some practical guidance for the person who finds himself appointed to the leadership of a committee without having previous experience in the conduct of meetings. Verbatim illustrations of various meeting procedures are presented: opening and closing the meeting, dealing with minutes, resolutions, etc.

Streamlining Parliamentary Procedure. Washington, D.C.: Adult Education Association, 1957, 48 pp., \$1.00.

Recognizing the often stiffly formal atmosphere of meetings, this pamphlet challenges the rigid use of Roberts' Rules of Order. Key issues involving the uses and abuses of parliamentary procedure are discussed. Suggestions are provided for bending the "Rules" in particular circumstances.

Miksell, W. How to Conduct Meetings - A Programmed Instruction Manual on Parliamentary Procedure. New York: Harper and Row, Publishers, Inc., 1966, 212 pp. (Out of print.)

This manual presents parliamentary procedure in a quick, easy to learn format. The material is organized according to the perspectives of the various meeting participants: members, chairman, vice president, secretary, and treasurer. The appendix provides sample by-laws, constitutions, minutes, reports, etc.

Supplementary References

Auger, B. Y. How to Run Better Business Meetings. St. Paul: Visual Products Division, 3 M Company, 1972, 191 pp.

The book is basically a businessman's guide to meetings that get things done. It stresses the need for effective communication and presents various techniques for its enhancement, i.e., visual aids, seating arrangements, the smooth, orderly conducting of a meeting.

Beckhard, R. How to Plan and Conduct Workshops and Conferences. New York: Association Press, 1956, 64 pp. (Out of print.)

This brief guide covers the basic requirements of organizing conferences. Steps from initial planning through follow-up after the conference are discussed.

Conducting Workshops and Institutes. Washington, D.C.: Adult Education Association, 1956, 48 pp., \$1.00.

This pamphlet presents a series of general articles which discuss the various steps in conducting a workshop. Included are: planning for participation, organizing work groups, using resource people, follow-up and evaluation.

Conferences that Work. Washington, D.C.: Adult Education Association, 1956, 48 pp., \$1.00.

Conferences that Work is a brief outline of the issues involved in planning, conducting, and evaluating a conference. The approach is a very general one and does not deal with specific types of conferences.

Hegarty, E. J. How to Run a Meeting. New York: McGraw-Hill Book Co., Inc., 1947, 222 pp.

This book contains practical advice on how to plan a meeting, conduct a meeting, handle disturbances, etc.

Jones, O. G. Parliamentary Procedure at a Glance. New York: Hawthorne Books, Inc., 1971, 46 pp. (New edition.)

An easy-to-use, common-sense approach to rules for group leadership. It gives indepth advice on chairmanship, classification and precedence of motions, appeals, etc.

Snell, F. How to Hold a Better Meeting. New York: Harper and Brothers, Publishers, 1958, 148 pp.

This book was designed for individuals who face numerous hours of meetings in their business and community affairs. The text provides practical guidelines for planning and conducting meetings which are efficient and effective.

Strauss, B. and F. New Ways to Better Meetings. New York: Viking Press, 1964, 177 pp.

This is the second edition of the authors' successful text. The material provided is thorough and is presented in an easy to read format with interesting illustrations. It provides basic information for diagnosing the current problems of meetings and suggests means for improvement.

Sutherland, S. S. When you Preside. Danville, Illinois: Interstate Printers, 1969, 190 pp., \$4.95.

This book is written for any person who must help groups make decisions and lay plans for constructive work. The book is divided into two parts. The first deals with the general principles and practices of group leadership. The second part deals specifically with particular types of meetings, i.e., roundtable discussions, formal business, panels, conferences, workshops.

Vogel, R. S. How to Organize a Conference. Philadelphia: American Friends Service Committee.

Within the limits of a few pages this pamphlet outlines the basic criteria necessary for planning a conference. The outline format presents the issues in straightforward, easy to use checklist style.

NETWORK ANALYSIS: PERT (Program Evaluation Review Techniques) and CPM (Critical Path Method)

Recommended References

Health Program Implementation Through PERT - Administrative and Educational Uses. San Francisco, California: Western Regional Office, A.P.H.A. (Continuing Education Monograph #6), 1966, 90 pp., \$2.00.

PERT is a method of mapping future activities so that anyone can visualize the total plans of action for a program. This manual discusses the use of PERT in health service administration settings. PERT is presented as being most useful when planning the implementation phase of a program. The manual includes an introduction to PERT, directions for preparing a PERT Network, commentary and critique of PERT and some practical applications of PERT in Health Programs.

A Programmed Introduction to PERT. By the Federal Electric Corporation. New York, New York: John Wiley and Sons, Inc., 1967, 145 pp.

Utilizing the programmed learning technique, this handbook clearly and effectively presents a basic introduction to PERT. Upon completion of the programmed learning experience, the reader should be able to 1) construct a PERT network and a PERT analysis sheet and 2) make appropriate managerial decisions from a PERT network and PERT analysis sheet.

Supplementary References

Evarts, H. F. Introduction to PERT. Boston, Massachusetts: Allyn and Bacon, Inc., 1965, 112 pp.

Introduction to PERT provides a brief history of PERT, how it can be utilized and the implications of PERT in the future. The presentation is informative but somewhat technical. Examples are included.

Part for C.A.A. (Community Action Agency) Planning a Programmed Course of Instruction in PERT. OEO Training Manuals 6321-1 and 2. Washington, D.C.: Office of Economic Opportunity, January 1969.

These two volumes were prepared to aid staff in the planning and operating of Community Action Agency projects. The content, however, is applicable to anyone wishing to learn about PERT. Volume one discusses basic PERT principles and terminology. Volume two is designed for individuals having managerial and planning responsibilities.

PUBLIC BUDGETING

Recommended References

Budgeting Procedures for Hospitals. Chicago, Illinois: American Hospital Association, 1971, 88 pp.

Budgeting Procedures for Hospitals is one of the publications in the A.H.A.'s Financial Management Series. The manual is primarily intended to assist hospitals in developing a sound budgeting program. Reference to the manual will, however, also help CHP agencies to better understand the financial management aspects of hospitals. Topics discussed include: objectives of a budget, the budget process, and various categories of budgets such as the statistical expense, revenue, capital or cash budget.

Lyden, Fremont J. and Ernest G. Miller, editors. Planning Programming Budgeting - A Systems Approach to Management, Second Edition. Chicago, Illinois: Markham Publishing Company, 1972, p. 423.

This collection of twenty-one articles by noted contributors presents a broad overview of PPBS including its development, the basic theory, implementation experiences, and finally critiques and prospects. The text serves both as an introduction to PPBS and as a reference guide for specific issues related to its use.

Supplementary References

Burkhead, Jesse. Government Budgeting. New York, New York: John Wiley and Sons, Inc., 1956, 498 pp.

Burkhead presents a history of the development of modern budgeting in the United States. Included in the discussion are types of budget classifications, phases of budgeting, and specialized budget problems.

Curtis, Virginia, editor. Planning Programming - Budgeting Systems. Papers presented at the PPBS short course held at the 1969 ASPO National Planning Conference. Chicago, Illinois: American Society of Planning Officials, 1969, 54 pp., \$5.00.

The text of the five papers presented at the 1969 ASPO - PPBS short course are provided. Topics covered included: The Quest for Certainty; PPBS and the Congress; Goals and Output; Notes on Program Evaluation; and Implementing PPBS at the Local Level. Both strengths and weaknesses of PPBS are discussed.

Ott, David J. and Attiat F. Ott. Federal Budget Policy. Washington, D.C.: Brookings Institution, 1969, 182 pp.

This book is about the federal budget, which amounts to one-fifth of total national output, or gross national product. The budget is discussed in terms of concepts and uses, the process, budget policy and the economy, and budget policy and the national debt.

Mildavsky, Aaron. The Politics of the Budgetary Process. Boston, Massachusetts: Little, Brown and Company, 1964, 216 pp.

The focus of this text is on the federal budgetary process and the various factors which impact upon the process. Topics discussed include the purpose of a budget, calculations, strategies, reforms and appraisals. While the text is fairly academic in its presentation, it is considered a classic in terms of outlining and discussing the budgetary process.

PUBLIC RELATIONS

Recommended References

Effective Public Relations. Washington, D.C.: Adult Education Association, 1957, 48 pp., \$1.00.

This pamphlet explores the importance of public relations for community organizations. Types of public relations techniques are discussed in a general manner. No specific how-to-do-its are provided.

If You Want Air Time - A Handbook for Publicity Chairmen. Washington, D.C.: National Association of Broadcasters. (Often available through local radio and television stations.) 1969, 18 pp.

In a very concise, how-to-do-it approach, this pamphlet details the steps for obtaining local radio and television time. Sample announcements for radio and television included.

Publicity Handbook - A Guide for Publicity Chairman. Fort Worth, Texas: The Sperry and Hutchinson Company, 1972, 24 pp., 10¢.

The basic steps to good publicity are clearly and concisely described in this handbook. Various forms of publicity are discussed. Sample news releases for newspapers, radio and television are included. The clarity and brevity of this handbook make it an asset for every agency's public relations chairperson.

Publicity Handbook. Seattle, Washington: Women in Communication, Inc., 1973, 46 pp., \$3.50.

The Publicity Handbook presents information on how organizations can effectively use newspapers, radio, television, and newsletters. Included is a complete listing of Washington State newspapers, radio, and television stations. Sample press releases and news announcements are provided. Finally, it presents a listing of helpful publicity hints and a glossary of news media terms.

Public Relations - How to Use It. New York: S.E.D.F.R.E., 20 pp., 15¢.

This pamphlet provides basic information on how public opinion is formed and can be positively encouraged. Included are sections on newspaper releases, public appearances, and newsletters.

Supplementary References

Canfield, B. R. Public Relations Principles and Problems.
Homewood, Illinois: Richard D. Irwin, Inc., 1952, 517 pp.

While this text was written especially for use as a college textbook, it will also be a helpful reference for public relations managers and executives of non-profit organizations. The text discusses the principles of effective public relations and also includes cases which illustrate these principles.

How to Build a Sight and Sound Image. Washington, D.C.:
League of Women Voters, 1971, 14 pp., #317, 50¢.

The emphasis of this booklet is on the promotional use of local radio and TV stations. How to get news and feature coverage is discussed along with ideas for developing programs.

Levine, H. and C. Effective Public Relations for Community Groups. New York: Association Press, 1969, 192 pp.

Detailed consideration of the techniques of public relations is provided by the authors. The use of radio, TV, the press, newsletters, brochures, advertising and displays are discussed. In addition, the potential of public relations in problem solving is reviewed.

McSurely, Alan. How to Put Out Community Newspapers. Louisville, Kentucky: Organizer's Library Series of the Southern Conference Educational Fund, 1967, 10 pp., 25¢.

The author briefly discusses the characteristics of a good community newspaper and points out some precautions. Examples of small community newspapers are also included.

Tips on Reaching the Public. Washington, D.C.: League of
Women Voters, 1962, 100 pp., #277, \$1.25.

This pamphlet is designed primarily for the public relations activities of the League. Chapters IV through VII, however, provide valuable information which is applicable to any community organization. The use of press releases, radio, TV, and audio-visual aids is discussed.

WORK PROGRAMS - DESCRIPTION

Recommended Reference

Rachlis, D. How to Obtain Grants for Programs for the Aging
Pool, prepared by the National Council on the Aging for
 the Community Action Program - Office of Economic Opportunity,
 January 1968. (Copies are available from the TA/CE Program,
 University of Washington.)

Although the title of this manuscript appears to deal with grantsmanship for programs for the aging, the contents have a much broader application. A brief ten page section (pp. 10-20) delineates the essential elements of a good work program. These elements are 1) program goals, 2) problems to be solved, 3) program implementation, 4) personnel, 5) training, 6) facilities and equipment, 7) sponsorship, 8) administration, 9) policy-making and/or advisory structure, 10) relationship with other community services, 11) evaluation, 12) other elements of particular importance to the individual agency, and 13) the budget. Each of these are discussed in the manuscript.

WORK PROGRAMS - EXAMPLES

Recommended References

Hospital Planning Association of Allegheny County - Pittsburgh, Pennsylvania. "Work Program of the HPA for the Period of April 1, 1972 to March 31, 1973," Steven Sieverts, Executive Director. (Copies available from the TA/CE Program, University of Washington.)

In thirteen pages, the Hospital Planning Association has detailed a good example of a complete work program for its 72-73 fiscal year. The functional priorities are clearly spelled out along with strategies and estimated work allocations. In addition, the budget of the Association is presented in a format reflecting the functional priorities.

Application for Operational Grant Under P.L. 89-749 as amended, by the Comprehensive Health Planning Agency of Southeastern Wisconsin, Inc., January 30, 1970, Symond Gottlieb, Executive Director, 140 pp. (Copies available on loan from the TA/CE Program, University of Washington.)

The grant application includes the proposed work program for this agency. The work program is described in detail for the years 1970-1974. Professional personnel time requirements are also estimated. Background information is given on how the work program was developed.

Supplementary References

Work Program for the New York City Health Services Administration Planning Program. Developed by J. Weiss, June 1970, 8 pp. (Copies available from the TA/CE Program, University of Washington.)

While this plan for a work program is not as thorough as the Sieverts and Gottlieb examples, it does, however, provide an interesting format of presentation. Each subject area is stated and described followed by a section on why it is important to study this issue. In addition, estimates of staff time are provided along with an indication of when the study would be undertaken and who (i.e., which subdivision of the department) would do the study.

Operational Grant Application (314b). South Central Michigan Health Planning Council, Inc., October 1, 1970 - September 30, 1975, Paul E. Nelson, Executive Director, 149 pp. (Copies available on loan from the TA/CE Program, University of Washington.)

A thirty page section of this grant application provides the proposed five year work program. The work program lists the basic elements, however, definitive strategies are not included. Estimates of staff time and target dates are presented. The work program does not include a budget analysis.

ADDRESSES OF PUBLISHING COMPANIES

Addison-Wesley Publishing Company
Reading, Massachusetts 01867

Adult Education Association of the U.S.A.
810 18th Street N.W.
Washington, D.C. 20006

Allyn and Bacon, Inc.
Rockleigh, New Jersey 07647

American Friends Service Committee
160 North 15th Street
Philadelphia, Pennsylvania 19104

American Hospital Association
840 North Lake Shore Drive
Chicago, Illinois 60611

27. CPI Exchange Bibliography #700

American Management Association, Inc.
135 W. 50 Street
New York, New York 10020

American Public Health Association
Continuing Education Program
Western Regional Office
American Public Health Association
655 Sutter Street Room 201
San Francisco, California 94102

American Society of Planning Officials
1313 East Sixtieth Street
Chicago, Illinois 60637

Association Press
291 Broadway
New York, New York 10007

Beacon Press
25 Beacon Street
Boston, Massachusetts 02108

Bethany Press
Box 179, 2640 Pine Blvd.
St. Louis, Missouri 63166

Brookings Institution
1775 Massachusetts Avenue, N.W.
Washington, D.C. 20036

Center for Community Affairs
National Training Laboratory
Institute for Applied Behavioral Science
1201 Sixteenth Street N.W.
Washington, D.C. 20036

Collier Books
866 Third Avenue
New York, New York 10022

Dow Jones - Irwin, Inc.
1818 Ridge Road
Homewood, Illinois 60430

Gulf Publishing Co., Book Division
Box 2608
Houston, Texas 77001

Harper and Row, Publishers, Inc.
49 East 33rd Street
New York, New York 10016

Hawthorne Books, Inc.
70 Fifth Avenue
New York, New York 10011

Interstate Printers and Publishers, Inc.
19 N. Jackson Street
Danville, Illinois 61832

Richard D. Irwin, Inc.
1818 Ridge Road
Homewood, Illinois 60430

League of Women Voters of the United States
1730 M. Street N.W.
Washington, D.C. 20036

Learning Systems Company
A Division of Richard D. Irwin, Inc.
1818 Ridge Road
Homewood, Illinois 60430

McGraw-Hill, Inc.
1221 Avenue of Americas
New York, New York 10020

National Public Relations Council
815 Second Avenue
New York, New York 10017

Northwest Regional Educational Laboratory
400 Lindsay Building
710 S.W. Second Avenue
Portland, Oregon 97204

Organizers Library Series
Southern Conference Educational Fund
3210 W. Broadway
Louisville, Kentucky 40211

Oxford University Press, Inc.
200 Madison Avenue
New York, New York 10016

Penguin Books, Inc.
7110 Ambassador Road
Baltimore, Maryland 21207

Rinehart and Co., Inc. now:
Holt, Rinehart, and Winston, Inc.
383 Madison Avenue
Subs. of Columbia Broadcasting System
New York, New York 10017

29. CPL Exchange Bibliography #700

Scott, Foresman and Company
1900 E. Lake Ave.
Glenview, Illinois 60025

S.E.D.F.R.E. (Scholarship, Education and Defense Fund for
Racial Equality)
315 Seventh Avenue
New York, New York 10001

Sperry and Hutchinson Company
Consumer Services
P.O. Box 935
Fort Worth, Texas 76101

Syracuse University Continuing Education Press
105 Roney Lane
Syracuse, New York 13210

Technical Assistance/Continuing Education Program
Department of Health Services SC-37
School of Public Health and Community Medicine
University of Washington
Seattle, Washington 98195

Viking Press
625 Madison Avenue
New York, New York 10022

Visual Products Division
3 M Company
St. Paul, Minnesota 51101

Whiteside, Inc. and Wm. Morrow and Company
105 Madison Avenue
New York, New York 10016

John Wiley and Sons, Inc.
605 Third Avenue
New York, New York 10016

Women in Communication, Inc.
c/o June Lee
10742 Densmore Avenue North
Seattle, Washington 98133

COUNCIL OF PLANNING LIBRARIANS Exchange Bibliography #700

HEALTH SERVICES

ORGANIZATIONAL AND ADMINISTRATIVE TECHNIQUES:

A SELECTED ANNOTATED BIBLIOGRAPHY

Additional copies available from:

Council of Planning Librarians
Post Office Box 229
Monticello, Illinois 61856